



## Administration Action Plan

### Introduction

This action plan is a compilation of administration-related activities (Tables 12 and 13A/B and Figure 7) expected in the upcoming five-year period. This includes Federal-State co-management, agency coordination, Sanctuary Advisory Council operation, staffing, physical infrastructure, and management and operations. This action plan responds to Goal 5: *Establish mechanisms to foster coordination and collaboration among Federal, State, and local resource management agencies, Native Hawaiians, academia, private sector, general public, NGOs, and other organizations to achieve Sanctuary goals*; and Goal 6: *Develop and maintain infrastructure and resources to achieve Sanctuary goals*. The following sections discuss each strategy in detail.

### Outcomes and Performance Indicators

AD Outcome 1: By the end of 2005, the Sanctuary will maintain and enhance its ability to protect its resources by better coordination and collaboration with its partners sharing jurisdiction for Sanctuary resources, as indicated by:

- Completion of all pending Memoranda of Understanding by the end of 2004.
- Defined and implemented roles for the Sanctuary in interagency responses to humpback whale strandings and scientific research by the end of 2005.

AD Outcome 2: By the end of 2005, the Sanctuary will enhance the support provided to the SAC and will benefit from increased SAC participation in appropriate Sanctuary activities, as indicated by:

- Development and implementation of an orientation package for new SAC members by the end of 2002.
- Completed SAC retreat by the middle of 2003 and annually thereafter.
- Development and distribution of a brochure identifying contact information for SAC members by the middle of 2003.
- Completed strategic plan and annual operating plan for the SAC in place by the end of 2003.
- Increased SAC member attendance at public events by the end of 2005.

AD Outcome 3: By the end of 2005, the Sanctuary will increase its operational efficiency by improving its physical and staff infrastructure, as indicated by:

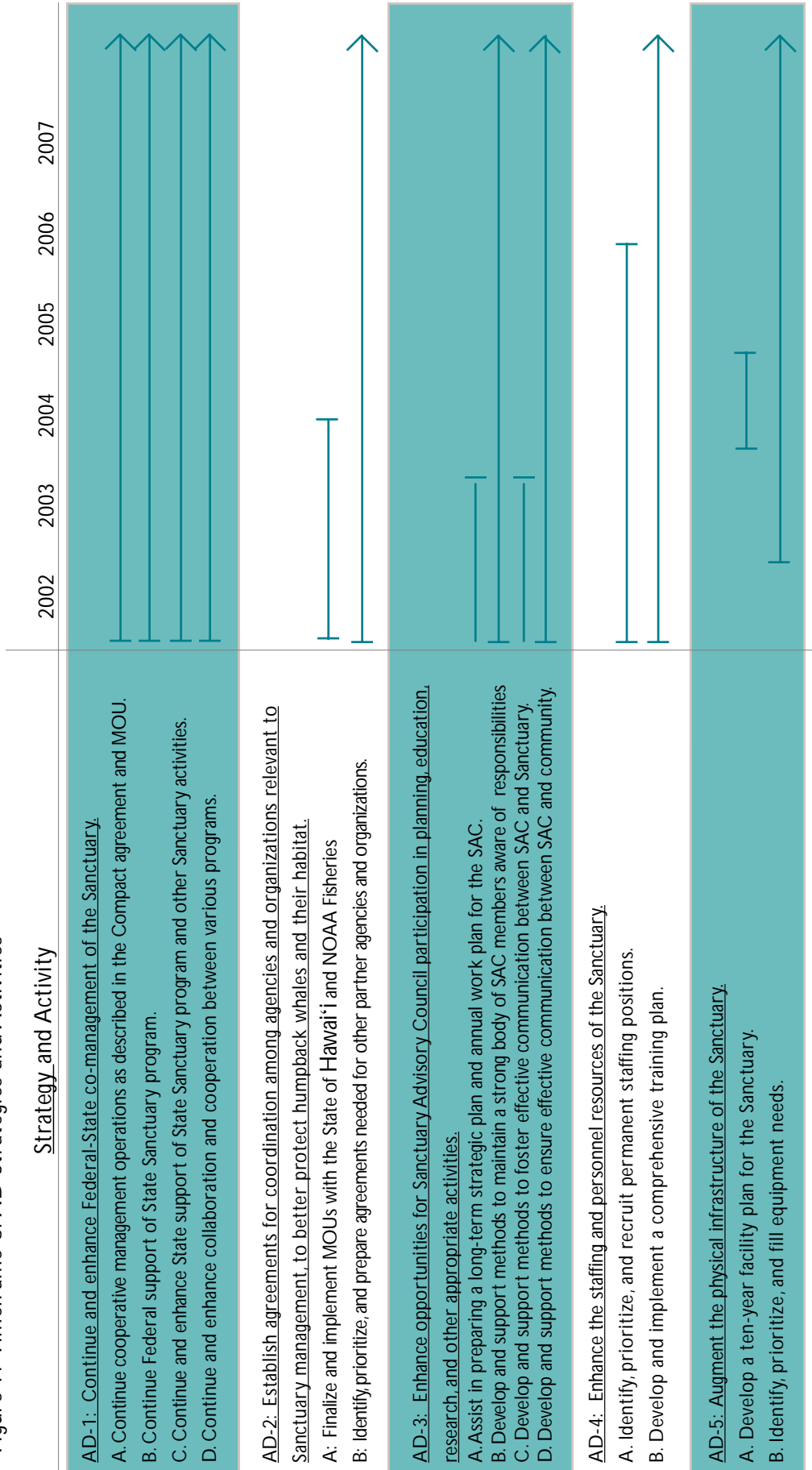
- Completion of a prioritized list of new staff needed by the middle of 2003 and new staff hires, within personnel slot and budget limitations, made by the end of 2005.
- Development of a training plan for each employee of the Sanctuary by the middle of 2003.
- Prioritized list of equipment needs and ongoing action to acquire equipment by the end of 2003.
- Establishment of a satellite office on the Big Island, depending upon availability of funding and staff, by the end of 2004.
- Completion of a ten-year facilities plan for the Sanctuary by the end of 2005.



Table 12: Summary of Administration Strategies and Activities

Strategies	Activities
AD-1: Continue and enhance Federal-State co-management of the Sanctuary.	<p>A. Continue cooperative management operations as described in the Compact agreement and MOU.</p> <p>B. Continue Federal support of State Sanctuary program.</p> <p>C. Continue and enhance State support of State Sanctuary program and other Sanctuary activities.</p> <p>D. Continue and enhance collaboration and cooperation between various government and non-government programs.</p>
AD-2: Establish agreements for coordination among agencies and organizations relevant to Sanctuary management, to better protect humpback whales and their habitat.	<p>A. Finalize and implement MOUs with the State of Hawai'i and NOAA Fisheries.</p> <p>B. Identify, prioritize, and prepare agreements needed for other partner agencies and organizations.</p>
AD-3: Enhance opportunities for Sanctuary Advisory Council participation in planning, education, research, and other appropriate activities.	<p>A. Assist in preparing a long-term strategic plan and annual work plan for the SAC.</p> <p>B. Develop and support methods to maintain a strong body of SAC members aware of roles and responsibilities</p> <p>C. Develop and support methods to foster effective communication between SAC members and Sanctuary management.</p> <p>D. Develop and support methods to ensure effective communication between SAC members, their constituents, and the community.</p>
AD-4: Enhance the staffing and personnel resources of the Sanctuary.	<p>A. Identify, prioritize, and recruit staff positions.</p> <p>B. Develop and implement a comprehensive employee training plan.</p>
AD-5: Augment the physical infrastructure of the Sanctuary.	<p>A. Develop a ten-year facility plan for the Sanctuary.</p> <p>B. Identify, prioritize, and fill equipment needs.</p>

Figure 7: Timeframe of AD Strategies and Activities



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Table 13A: Estimated One Time Only Costs (in \$1000s) for AD Strategies and Activities

Strategy and Activity		Personnel	Travel	Printing	Equipment & Supplies	Contract	One-Time Only Costs
<b>AD-1 Enhance Federal-State co-management of the Sanctuary</b>							
AD-1A	Continue cooperative management operations.	-	-	-	-	-	-
AD-1B	Continue Federal support of State program.	-	-	-	-	-	-
AD-1C	Enhance State support of Sanctuary activities.	-	-	-	-	-	-
AD-1D	Enhance cooperation between various programs.	-	-	-	-	-	-
<b>AD-2 Establish agreements for coordination among agencies and organizations</b>							
AD-2A	Finalize & implement MOU's.	3.8	-	-	-	-	3.8
AD-2B	Prepare agreements for other partner agencies.	12.5	-	-	-	-	12.5
<b>AD-3 Enhance opportunities for SAC participation</b>							
AD-3A	Assist in preparing strategic plan.	-	-	-	-	-	-
AD-3B	Maintain strong body of SAC members.	-	-	-	-	-	-
AD-3C	Foster effective communication w/Sanctuary.	-	-	-	-	-	-
AD-3D	Ensure effective communication w/ community.	-	-	15.0	-	-	-
<b>AD-4 Enhance the staffing and personnel resources of the Sanctuary</b>							
AD-4A	Identify & recruit permanent staffing positions.	3.8	6.0	-	-	-	9.8
AD-4B	Develop & implement a training program.	25.0	20.0	-	-	46.7	91.6
<b>AD-5 Augment the physical infrastructure of the Sanctuary</b>							
AD-5A	Develop a ten-year facility plan.	12.5	-	-	-	50.0	62.5
AD-5B	Identify, prioritize, and fill equipment needs.	-	-	-	200.0	-	200.0

Table 13B: Estimated Annual Costs (in \$1000s) for AD Strategies and Activities

Strategy and Activity		Personnel	Travel	Printing	Equipment & Supplies	Contract	Avg. Annual Costs
<b>AD-1 Enhance Federal-State co-management of the Sanctuary</b>							
AD-1A	Continue cooperative management operations.	15.0	7.0	-	-	-	22.0
AD-1B	Continue Federal support of State program.	10.5	12.0	-	-	180.0	202.5
AD-1C	Enhance State support of Sanctuary activities.	1.5	1.0	-	-	-	2.5
AD-1D	Enhance cooperation between various programs.	10.5	7.0	-	-	15.0	32.5
<b>AD-2 Establish agreements for coordination among agencies and organizations</b>							
AD-2A	Finalize & implement MOU's.	1.5	-	-	-	-	1.5
AD-2B	Prepare agreements for other partner agencies.	-	-	-	-	-	-
<b>AD-3 Enhance opportunities for SAC participation</b>							
AD-3A	Assist in preparing strategic plan.	10.5	6.0	-	-	2.0	18.5
AD-3B	Maintain strong body of SAC members.	22.5	0.5	-	-	-	23.0
AD-3C	Foster effective communication w/Sanctuary.	7.5	-	-	-	2.0	9.5
AD-3D	Ensure effective communication w/ community.	7.5	-	15.0	-	25.0	47.5
<b>AD-4 Enhance the staffing and personnel resources of the Sanctuary</b>							
AD-4A	Identify & recruit permanent staffing positions.	-	-	-	-	-	-
AD-4B	Develop & implement a training program.	16.9	11.3	-	-	26.3	54.4
<b>AD-5 Augment the physical infrastructure of the Sanctuary</b>							
AD-5A	Develop a ten-year facility plan.	-	-	-	-	-	-
AD-5B	Identify, prioritize, and fill equipment needs.	10.5	-	-	20.0	-	30.5



## Strategies

### AD-1: CONTINUE AND ENHANCE FEDERAL-STATE CO-MANAGEMENT OF THE SANCTUARY

#### Strategy Summary

Drawing on a history of productive collaboration, the Sanctuary will continue to be managed as a Federal-State partnership. The co-management relationship between NOAA and the State of Hawai'i will continue to be guided by the Compact Agreement and draft MOU (see Appendix 1). The lead NOAA management agency will continue to be the NMSP and the lead State agency will continue to be the DLNR. These two agencies will continue to serve as points of contact in building further collaboration and partnerships between Federal and State conservation and natural resource management agencies and organizations.

This strategy addressed Objective 5.1, relating to management coordination.

#### Activities

Activity A: Continue cooperative management operations as described in the Compact agreement and MOU.

The Federal Sanctuary Manager and State Sanctuary Co-Manager will continue to work cooperatively and collaboratively in making decisions related to implementation of the management plan and other Sanctuary-related activities. Federal and State Sanctuary staff will continue to work productively together as teams under the guidance of the Manager and Co-Manager, respectively.

Activity B: Continue Federal support of State Sanctuary program.

Federal funding will continue to be made available (subject to available appropriated funds) to the State for personnel and other costs associated with State involvement in implementing the management plan and other activities directly related to the Sanctuary.

Activity C: Continue and enhance State support of State Sanctuary program and other Sanctuary activities.

The State will continue to provide office facilities and other administrative assistance, as well as supervisory, administrative, legal, and technical staff assistance in support of management plan implementation and related activities. State Sanctuary staff will continue to promote and pursue alternative means of funding from State and other sources.

Activity D: Continue and enhance collaboration and cooperation between various government and non-government programs.

Sanctuary management and staff will continue to facilitate interagency cooperation and collaboration in the course of various multi-agency projects and activities (e.g., public events, education and outreach products, conferences, permit reviews).



### Estimated Timeframe

See Figure 7 for an overview of the anticipated scheduling of these strategies. In general each of the activities in this strategy are expected to take the following amounts of time:

- Activity A: throughout the plan period.
- Activity B: throughout the plan period.
- Activity C: throughout the plan period.
- Activity D: throughout the plan period.

### Estimated Costs

See Table 13 for an overview of the anticipated costs of these strategies.

### Products

- Improved products of other strategies via enhanced Sanctuary co-management arrangements

### Partners

- Sanctuary Manager
- Sanctuary Co-Manager
- Sanctuary staff
- NMSP HQ staff
- DLNR and other State of Hawai'i agency staff
- NOAA Fisheries
- Other Federal and State agencies
- Sanctuary Advisory Council





## **AD-2: ESTABLISH AGREEMENTS FOR COORDINATION AMONG AGENCIES AND ORGANIZATIONS RELEVANT TO SANCTUARY MANAGEMENT, TO BETTER PROTECT HUMPBACK WHALES AND THEIR HABITAT**

### Strategy Summary

The Sanctuary has many partners, many on an informal basis for which no written agreement for coordination has yet been prepared. Such formal agreements will be prepared with those whom the Sanctuary works most closely and frequently. The Sanctuary already has such formal agreements with the foremost of these partners—the State of Hawai‘i and NOAA Fisheries—which could be enhanced. Also, the Sanctuary should identify other partners with whom it is appropriate and desirable to establish formal agreements. These types of agreements will enhance the Sanctuary’s ability to meet its primary purpose of protecting the humpback whale and its habitat in Hawai‘i.

This strategy addresses Objective 5.1, related to management coordination.

### Activities

Activity A: Finalize and implement Memoranda of Understanding (MOUs) with the State of Hawai‘i and NOAA Fisheries, including stranding protocols, education and outreach programs, media coordination, and research roles and responsibilities.

As a co-trustee in humpback whale protection, the Sanctuary may well become a more effective partner in facilitating humpback whale stranding response by executing MOUs or other interagency agreements with the State of Hawai‘i and NOAA Fisheries. Coordination on research policies and activities would also be facilitated with additional MOUs between these two agencies. The Sanctuary will continue to work with the State of Hawai‘i and NOAA Fisheries to develop these MOUs.

Activity B: Identify, prioritize, and prepare agreements needed for other partner agencies and organizations.

The Sanctuary anticipates that developing MOU’s or other agreements with other agencies and organizations may be helpful in allowing all those concerned to become even more effective in facilitating interagency and multi-sectoral collaboration in humpback whale conservation. The Sanctuary will enhance its communications with a variety of governmental agencies, nonprofit organizations, research institutions and other groups to identify and execute these agreements.

### Estimated Timeframe

See Figure 7 for an overview of the anticipated scheduling of these strategies. In general each of the activities in this strategy are expected to take the following amounts of time:

- Activity A: MOUs finalized by the end of 2004.
- Activity B: Agreements identified and finalized throughout the plan period as needed.



### Estimated Costs

See Table 13 for an overview of the anticipated costs of these strategies.

### Products

- Enhanced Sanctuary co-management arrangements

### Partners

- DLNR and other State of Hawai‘i agency staff
- NOAA Fisheries
- U.S. Coast Guard
- Other Federal agencies
- Sanctuary Advisory Council

### Related Strategies

- NRP-2: Enhance permit and project review procedures.







### **AD-3: ENHANCE OPPORTUNITIES FOR SANCTUARY ADVISORY COUNCIL PARTICIPATION IN PLANNING, EDUCATION, RESEARCH, AND OTHER APPROPRIATE ACTIVITIES**

#### Strategy Summary

In order to ensure that local concerns are addressed in the ongoing development and management of the HIHWNMS, a 24-member Sanctuary Advisory Council was established in March 1996. The SAC has broad representation and has been instrumental in advising NOAA and the State on matters pertaining to the continued development of the Sanctuary. The SAC represents the coordination link between the Sanctuary and the many State and Federal management agencies, Native Hawaiians, user groups, researchers, educators, policy makers, and others which serve the function of focusing efforts and attention on the humpback whale and its habitat.

The SAC is a critical part of the Sanctuary's identity and function because it provides a forum by which Sanctuary management issues can be raised and addressed in an ongoing and relatively informal manner, thereby enhancing the efforts of the Sanctuary in managing and protecting humpback whales and its habitat. Given the significance of the SAC's role in Sanctuary management, more efforts need to be taken to gather expert advice, promote public involvement, and use the SAC to its fullest potential. The Sanctuary has recognized the U.S. Navy as a valuable partner in meeting the goals of the Sanctuary and therefore will add a seat on the SAC and invite the U.S. Navy to send a representative.

This strategy addresses Objective 5.2, to provide opportunities to engage the SAC in planning, evaluation, and other appropriate activities.

#### Activities

Activity A: Assist in preparing a long-term strategic plan and annual work plan for the SAC.

Preparing a long-term strategic plan and annual operating plan, coordinated with and flowing from the Sanctuary's annual operating plan, will help the Sanctuary and SAC work together to fully utilize the SAC's many talents and experiences, and ensure more effective and viable results from SAC activities and meetings.

Activity B: Develop and support methods to maintain a strong body of SAC members that is aware of its roles and responsibilities with regard to supporting Sanctuary management.

SAC members should have full understanding in their responsibilities to their constituents, Sanctuary management, and other SAC members. Such understanding can be fostered in a number of ways, which may include:

- Developing a training package for new member orientation. A one-day orientation session for incoming members would provide them with necessary background information to facilitate their participation on the SAC.
- Holding an annual retreat with the SAC. This would provide a venue for SAC members to address more lengthy issues (that do not require a vote or that will benefit from public discussion), as well as become better acquainted with fellow SAC members and Sanctuary staff.
- Recording presentations by guest speakers at SAC meetings on video tape for future reference. Recording and archiving presentations at SAC meetings will allow members who were absent at a meeting to see informational presentations on various Sanctuary-related issues for themselves.



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Such presentations can also be used at Sanctuary or SAC events or other events that might be attended by the interested public. The video tapes might also be used on statewide cable access television.

Activity C: Develop and support methods to foster effective communication between SAC members and Sanctuary management.

Proper communication between the SAC and Sanctuary management is essential to Sanctuary development. Such communication can be enhanced by the development of an interactive SAC page on the Sanctuary website. This page will provide information to SAC members on various issues and events. A calendar of events, meeting minutes, reference documents, and other information can be included on such a page, for ease of access by SAC members. In addition, the page can be used as a forum for SAC members to post comments and questions to the SAC Chair and Sanctuary Manager, as well as to one another.

Activity D: Develop and support methods to ensure effective communication between SAC members, their constituents, and the community.

Providing communication support for SAC members enhances their ability to bring constituent and community views and concerns to the Sanctuary, and also helps SAC members share Sanctuary information and decisions with their constituents and the community. This will also help to ensure that all views are fairly and adequately communicated to the Sanctuary. Communications support can include:

- Developing a brochure to be distributed to the public, relaying how individual SAC members represent a specific function or constituency can be contacted.
- Promoting SAC member attendance at various community events. Having SAC members attend such events (both those sponsored by the Sanctuary and others) will provide more visibility for the Council and help stimulate interaction between the SAC, constituents, and other members of the community.
- Preparing press releases/public service announcements after SAC meetings. This will help share key recommendations and other actions taken by the SAC at each meeting. Such press releases could also be posted to the Sanctuary website. This will help keep the public informed about SAC and Sanctuary activities and decisions.

### Estimated Timeframe

See Figure 7 for an overview of the anticipated scheduling of these strategies. In general each of the activities in this strategy are expected to take the following amounts of time:

- Activity A: nine months, completed by mid-2003.
- Activity B: starting in 2002 and ongoing (or annually) thereafter.
- Activity C: nine months, completed by mid-2003.
- Activity D: starting in 2002 and ongoing thereafter.

### Estimated Costs

See Table 13 for an overview of the anticipated costs of these strategies.





## Products

- long-term strategic plan for the SAC.
- annual operating plan for the SAC.
- orientation package.
- brochure providing SAC member contact information.
- video tape library.

## Partners

- SAC Executive Subcommittee
- Sanctuary Advisory Council



## **AD-4: ENHANCE THE STAFFING AND PERSONNEL RESOURCES OF THE SANCTUARY**



### Strategy Summary

In response to the geographical distribution of the State's population and the Sanctuary boundary configuration around six of the eight main Hawaiian Islands, the Sanctuary has four offices. These offices, three Federal offices and one State office, are staffed by twelve positions, including four Federal employees, two State employees, and five contracted employees. Existing staff has responded to increased demands by taking on a variety of functions that could be better performed by new specialist positions. The Sanctuary needs to increase its staff in order to meet the growing responsibilities and roles of the Sanctuary, to improve scientific and educational programs, to establish a presence on the Island of Hawai'i, and to respond to increasing interest by community volunteers. New hires will be dependent upon available personnel slots, NMSP appropriations, and the Sanctuary's annual budget allocation.

This strategy addresses Objectives 6.1 and 6.3, relating to the development and enhancement of Sanctuary staff.

### Activities

Activity A: Identify, prioritize, and recruit staff positions.

The Sanctuary needs to evaluate its current personnel and responsibilities, and determine where new staff members are needed, in a priority order. The Sanctuary will also need to consider what functions must be filled by a permanent employee and what functions might be filled by NOAA Corps officers, temporary contractors, volunteers, or other resources. Anticipated new hires might include a research coordinator, education coordinator, Hawaiian cultural educator, Big Island liaison, and vessel operator. Though new hires will be dependent upon available personnel slots, NMSP appropriations, and the Sanctuary's annual budget allocation, having a well-developed and supported recruitment plan will play a strong role in obtaining agency support for new hires.

Activity B: Develop and implement a comprehensive employee training plan.

The increasing roles and responsibilities of the Sanctuary and ever evolving marine protected area management techniques require that the skill sets of present and future employees continue to grow as well. The Sanctuary will examine the current skills of employees, and determine what training is necessary and appropriate for each employee. The Sanctuary will also determine what capacities are presently missing from its operational regime and ensure the development of that capacity through appropriate staff training. Such training is anticipated to include bankcard and procurement procedures, supervisory and leadership training, contracting, facilitation and consensus building, NOAA diving certification, computer skills, and university/academic courses.

### Estimated Timeframe

See Figure 7 for an overview of the anticipated scheduling of these strategies. In general each of the activities in this strategy are expected to take the following amounts of time:



- Activity A: One year, completed by the middle of 2003; new personnel in place by the end of 2005.
- Activity B: Starting in 2002 and ongoing thereafter.

### Estimated Costs

See Table 13 for an overview of the anticipated costs of these strategies.

### Products

- Prioritized list of hires
- Training plan for each employee

### Partners

- NOS personnel staff

### Related Strategies

- EO-3: Support current functions and activities of the Sanctuary's volunteer program.
- EO-4: Provide additional opportunities for volunteer participation in Sanctuary activities and events.

## **AD-5: AUGMENT THE PHYSICAL INFRASTRUCTURE OF THE SANCTUARY**



### Strategy Summary

The success of the Sanctuary can be attributed in no small part to early decisions to establish a headquarters on NOAA property on the island of Maui (where the density of whales is the highest) and to establish site offices on the islands of O'ahu (Hawai'i's population and government center) and Kaua'i (part of the original boundaries designated by Congress). The presence of resident Sanctuary staff on these islands has nurtured strong community-based networks of volunteers, partnerships, and support. The Sanctuary's presence on the Big Island of Hawai'i has been maintained by staff from other islands, Big Island-based SAC members, and volunteers who organize and participate in a variety of community events, such as the annual Ocean Count, annual Ocean Users' Workshop, annual lecture series, county fairs, ocean fairs, and special events for teachers and students. Building new or renovating existing facilities will be dependent upon NMSP appropriations and the Sanctuary's annual budget allocation.

This strategy addresses Objective 6.2, to maintain and develop additional facilities and equipment.

### Activities

Activity A: Develop a ten-year facility plan for the Sanctuary.

A ten-year facilities plan, building on and flowing from the NMSP ten-year facilities plan, will inventory and prioritize all physical office and visitor center projects. The projects may include a site office on the Big Island, permanent site offices on O'ahu and Kaua'i, implementation of Maui's ten-year facilities upgrade plan, and exhibits development or upgrades. Vessel(s) and the facilities to support them should also be included. Though building new or renovating existing facilities will be dependent upon NMSP appropriations and the Sanctuary's annual budget allocation, having a well-developed and supported facilities plan will play a strong role in obtaining agency support for such new projects.

Activity B: Identify, prioritize, and fill equipment needs.

The Sanctuary will survey each existing facility to determine what equipment and technical support is necessary, including full computer work stations for each employee, guest work stations, geographic information system stations, Internet access lines, and adequate copiers and fax machines for the functions of each office. The needs of each office will be prioritized and new equipment purchased as funding allows.

### Estimated Timeframe

See Figure 7 for an overview of the anticipated scheduling of these strategies. In general each of the activities in this strategy are expected to take the following amounts of time:

- Activity A: One year, to be completed by the end of 2004.
- Activity B: Starting in 2003 and ongoing.





### Estimated Costs

See Table 13 for an overview of the anticipated costs of these strategies.

### Products

- Ten-year facility plan for the Sanctuary
- Prioritized equipment needs list

### Partners

- NOS, NOAA, and GSA facilities experts
- NOS ADP specialists

